



The ALx Bulletin

Presented by the Army Leader Exchange
“Lead Well and Develop Others”

Lead Well and



Develop Others

Issue 21-05: June 2021

Welcome to the Army Leader Exchange (ALx) Bulletin, a comprehensive list of new products and publications from TRADOC and subordinate commands.

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DEVELOPING LEADERS

Military Diversity: A Key American Strategic Asset – GEN Michael X. Garrett, commander of FORSCOM talks about *why* diversity is critical to unit success and what leaders *must do* to capitalize on that diversity. [Read it here!](#)

PODCAST: Women Warriors: Fighting for the Future – Bestselling author Gayle Tzemach Lemmon, discusses the emergence of female fighters and military leaders, and the future of women on the battlefield. [Listen here!](#)

This Is My Squad isn't just a Buzz Word – The Army only changes if we change it. To make TIMS and actual, organizational change, all of us, especially leaders, need to buy-in and take responsibility for our “squad.” [Check it out!](#)

What is the Role of the NCO when there is no war going on? (1992) – A critical discussion first published just after the Gulf War. Too often, we equate the NCO with their wartime job alone, but NCOs in peacetime are critical to ensuring we are ready for the next fight. [Read it here!](#)

The Strategic Significance of the Chinese Fishing Fleet – With a strategic focus on China, why should you care about a fleet of civilian vessels in the Pacific? For starters, there are 16,000 of them, they are the worst offenders of illegal fishing in the world, and they can form a paramilitary force that has significant operational reach. [Read about it!](#)

Decontamination Points: An Antiquated Graphic Control Measure? – The author proposes a new way of depicting decontamination capabilities on overlays that will help leaders and staffs to rapidly gain a general understanding of decontamination areas and direct-support relationships with CBRN units. [Read it here!](#)

Doctrine is not a Four-Letter Word – In the age of Multi-Domain Operations, it's not enough to study doctrine at PME. You cannot be a “Musician of Mars” if you do not read the music, and doctrine is our music. [Read it here!](#)

DRIVING CHANGE

Why is everyone suddenly obsessed with assessments? What does it mean to me? – This article explains the difference between evaluations and assessments; why it's relevant, and how the Army is using them to improve talent management. [Read it here!](#)

The Operational Environment (2021-2030): Great Power Competition, Crisis and Conflict – Excerpts from TRADOC's publication which expands the Army's understanding of the conflict continuum and our Pacing Threats. Adversaries are now engaged in a race to compete with the U.S. globally and the fight has extended into two key areas: the ability to fight the way we wish to fight, and human capital. [Read about it!](#)

The Case for Restructuring the DoD to Fight in the 21st Century – The author calls for bold, transformative actions, including restructuring the DoD, radically changing the procurement cycle, and developing an enduring national military strategy. What price are we willing to pay to maintain the status quo of implementing incremental change? Another Pearl Harbor? Or worse? [Check it out!](#)

Artificial Intelligence and Multi-Domain Operations – Like it or not, Artificial intelligence (AI) will play a key role in multi-domain operations. This article discusses, the potential AI holds for civilian and military endeavors, economic impacts, and the common misconceptions surrounding it. [Read about it!](#)



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PODCAST: Own the Heat: DoD Climate Change Action – Mr. Richard G. Kidd IV, Deputy Assistant SECDEF for Environment & Energy Resilience, addresses threats to the force from climate change, operating conditions in a worsening climate, and how the Department of Defense (DoD) can be proactive in this fight. [Listen here!](#)

TRAINING

Fighting for Time at JRTC – Most Combat Training Center (CTC) struggles tie back to “time” and “stuff.” The MDMP typically takes too much time, and the brigade combat team (BCT) has more enablers than it can leverage. The authors discuss ways to “buy-back” time from MDMP following their second JRTC Rotation in 10 months. [Read it here!](#)

PODCAST: Breaking Doctrine Ep. 10 “Recon and Security at the Division Level and Above” – A discussion on Cavalry Operations above the Brigade with MG Patrick Donahoe (CG, Maneuver Center of Excellence), MAJ Nathan Jennings (History Instructor, CGSC), and COL(R) Rich Creed (Dir, Combined Arms Doctrine Directorate).
[Apple Podcasts!](#) or [Google Podcasts!](#)

Defeating the Aerial Threat in Warfighter Exercises (WFXs) – The authors discuss opportunities available during WFXs to test rarely rehearsed operations such as DIV-level Air Defense against dynamic, near-peer threats. [Read it here!](#)

Final Report - Defender Pacific 20 [CAC Required] – The Final report following Defender Pacific, 2020. This document summarizes and codifies lessons learned and best practices. Key takeaways include challenges with large-scale troop deployments, COVID-19 mitigations, and operational employment of MDTFs. [Read it here!](#)

Introducing Sappers to Gap Crossing – Summary of a training exercise in which a Combat Engineer Platoon, with no experience in bridging attempted to cross a wet gap as quickly as possible with an unfamiliar system. This article is an excellent primer for anyone looking into the bridging or wet-gap crossing basics. [Read it here!](#)

LESSONS LEARNED

CPCE and CPOF Integration Handbook [CAC Required] – This handbook provides users with step-by-step instructions on how to display command and control information on the Command Post Computing Environment (CPCE) and Command Post of the Future (CPOF) workstations. [Read it here!](#)

NTC 20-10, White Paper Collection: Looking Towards 2028 [CAC Required] – Collection of NTC Rotation 20-10 white papers. Observations fall into three major categories: misconception about the future OE, understanding the challenges of current formations to operate, and second/third order effects of current, perceived solutions. [Read it here!](#)

Project Convergence History and Way Forward [CAC Required] – What is Project Convergence? It's not only changing the way the Army acquires new technology, it is changing the Army itself. It is rooted in the requirement to reduce the time needed in combat decision-cycles and represents an opportunity to achieve transformational change to the way the Army operates. What is it? [Check it out!](#)

Mastering the Fundamentals [CAC Required] – Ops Group, NTC, has compiled an ABCT MET Crosswalk to generate discussion among leaders and focus efforts within current resource limitations. This crosswalk distills HQDA directed METs for an ABCT into high payoff battle tasks for every platoon and below element in a BCT. [Read it here!](#)

Integrating Multinational Forces at the BCT Level [CAC Required] – The 1st Stryker Brigade Combat Team (1/25 SBCT) integrated a portion of the 72nd Tank Regiment from the Japanese Ground Self Defense Force (JGSDF), for NTC 19-04. This white paper codifies lessons learned. [Read it here!](#)

Synergizing Capabilities in Competition [CAC Required] – A synopsis of SOF support to conventional force security cooperation activities during competition pre-conflict. The analysis is based upon the author's direct participation in the SFAB TTX. [Read it here!](#)



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DOCTRINE

ATP 3-04.23, Army Aviation Platoons [CAC Required] – NEW Platoon Doctrine for Aviators. Published 17 MAY 21.

[Read it here!](#)

ATP 3-94.4, Reconstitution Operations – NEW Doctrine covering operations to reestablish the effectiveness of forces. Published 05 MAY 21. [Read it here!](#)

ATP 4-02.4, Medical Platoon – NEW Doctrine for Medical Platoons and Sections. Published 12 MAY 21. [Read it here!](#)

TC 3-01.50, Air Defense Airspace Management/Brigade Aviation Element (ADAM/BAE) Gunnery Program [CAC Required] – NEW Gunnery Program guidelines for ADAM/BAE. Published 14 MAY 21. [Read it here!](#)

TC 3-20.11, Training to Proficiency Maneuver Company and Troop – GREAT FOR NEW LTs! New TC covering Planning, Preparing, Executing and Assessing everything from Tactical Exercises Without Troops (TEWTs) to Combined Arms Live-Fire Exercises (CALFEXs). Published 28 APR 21. [Read it here!](#)

TC 3-21.5, Drill and Ceremonies – Update published 03 MAY 21. [Read it here!](#)